



THE FUTURE  
OF MEDICINE  
IS NOW

 RUSH





## IT'S 2012. WELCOME TO THE FUTURE.

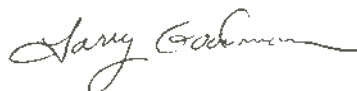
In 2004, we launched a major campaign to reinvent the Medical Center and transform the landscape of medicine — in Chicago and beyond. We envisioned an academic medical center on Chicago's West Side in which the facilities and technology would match the extraordinary skill of the medical and nursing staff. We designed the Campaign for Rush University Medical Center around a \$300 million goal with clearly defined fundraising needs in research, student aid, clinical and community programs, and facilities.

Eight years later, now with some of the nation's most sophisticated health care facilities, Rush's campus has certainly been transformed physically. But this transformation goes much deeper; it amounts to a major transformation in the way we deliver care, in the patient and family experience, and in our ability to serve our community as a resource and partner.

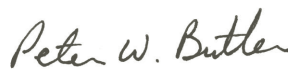
This campaign report, which also serves as our FY2011 annual report, is our opportunity not only to tell the story of Rush's capital campaign and campus transformation, but to recognize the indispensable role our generous campaign donors have played to firmly establish Rush's identity as a world-class destination for patient-centered care. Because of the generosity of our donors, we have raised more than \$389 million — a total that represents more than \$115 million from our Rush Board of Trustees and more than \$12.5 million from the Woman's Board of Rush University Medical Center.

Throughout this campaign, Rush has enjoyed the tremendous support of its community, including the generous corporations, foundations and organizations who contributed more than \$97 million. Rush's medical staff and faculty represent more than \$17 million of the campaign's success. And Rush's employees, who already give their time and effort, supported this campaign in the form of more than \$18 million, which is a testament to the special place Rush is. In total, the campaign received more than 47,000 gifts from almost 23,000 generous individuals.

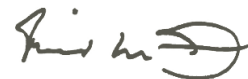
To everyone who supported Rush during this transformative era, we thank you. We hope that you'll share in our pride as we witness the impact of this transformation on our patients and on Rush's people and programs. Together we look toward the bright future for which Rush is now prepared.



Larry Goodman, MD  
Chief Executive Officer  
Rush University Medical Center



Peter Butler  
President and Chief Operating Officer  
Rush University Medical Center



Richard M. Jaffee  
Chairman, Board of Trustees  
Rush University Medical Center



Scan to view the campaign "thank you" video.

To view videos and websites associated with quick response codes (QR codes) throughout this publication, please download or open a "barcode scanner" or "QR scanner" application on your smartphone (such as neoreader or QRReader, both available in the app store). Point your phone's camera at the code and scan. The code will bring you to a mobile site where you will find videos and websites about Rush and the transformation.





*Rush Trustee Susan Crown, chair of the Facilities Committee,  
in the Edward A. Brennan Entry Pavilion*



## A front-door welcome reflecting the quality of care delivered inside

During the Rush Transformation, Trustee Susan Crown, chair of the Facilities Committee, recognized an opportunity to give Rush what it's never had before: a warm, welcoming front door for visitors to the Medical Center campus.

Crown's commitment and her own leadership gift inspired so many others to support the Edward A. Brennan Entry Pavilion's construction, which includes a centrally located reception area and a four-season terrarium with a display recognizing Rush's 21st Century Founders (donors who made gifts of \$1 million or more during the campaign). In all, \$13 million in donor support made Crown's vision for the pavilion a reality.

Airy, open and environmentally friendly, the pavilion serves as a gathering place and intake area for patients and families. What's more, it serves as a fitting tribute to late Chairman of the Board of Trustees Edward A. Brennan, whose vision for Rush's future served as a roadmap and inspiration for the Rush Transformation and the campaign to support it.





*A comprehensive, multidisciplinary team meets to discuss a patient's condition, review diagnostic tests and plan treatment as a group in The Coleman Foundation Comprehensive Cancer Clinics*



## Complex disease gets a coordinated solution in the Rush University Cancer Center

The complexity of a disease like cancer necessitates an increasingly coordinated response. The new Rush University Cancer Center and The Coleman Foundation Comprehensive Cancer Clinics, made possible by a \$5 million challenge grant from The Coleman Foundation, enable Rush's caregivers to coordinate that kind of defense.

In The Coleman Foundation Comprehensive Cancer Clinics, a team of medical oncologists, surgeons, radiation oncologists, nurses and other specialists meet with each individual patient to discuss the patient's case and plan his or her specific course of treatment — together. This collaboration ensures that patients receive the right combination of treatments in the right doses at the right times, which makes for care that is highly coordinated and, most important, highly effective.

Spanning the entire tenth floor of Rush's Professional Building, the Rush University Cancer Center consolidates the comprehensive clinics, complementary therapies like yoga and massage, psychological support, a patient navigator to help access vital services, an infusion treatment area with private and semiprivate treatment bays, and more, in one convenient, comforting space. Thanks to the support of The Coleman Foundation and other donors, the Rush University Cancer Center is truly giving patients an inspiring new home from which to mount their attack against cancer.



Scan for a video featuring Howard Kaufman, MD,  
director of the Rush University Cancer Center.





*Clifford J. Kavinsky, MD (RMC 1986), and Yasmeen Golzar, MD, in the Herb Family Acute and Critical Care Tower. The Herb family gift also individually recognized Kavinsky and Joseph J. Hennessy, MD (RMC 1988), by establishing the Herb Family-Clifford J. Kavinsky, MD, Cardiac Catheterization Laboratory and the Joseph J. Hennessy, MD, Endowed Scholarship.*





## Patient care in the shape of the future

When Marvin and Judy Herb and their family announced their \$20 million gift on June 14, 2006, the date of the public launch of the Campaign for Rush University Medical Center, the butterfly shape that would sit atop Rush's Tower hospital was just a concept. Now, thanks in large part to the Herbs' generosity, Rush's nurses, physicians and other clinicians are caring for patients in a bed tower unlike any other: one specifically designed with their input to meet patients' and caregivers' needs.

The unique shape of the Herb Family Acute and Critical Care Tower reflects the inpatient care being delivered within its walls. Nurses work at stations located just steps from each private patient room. Clinicians respond to patient needs and critical emergencies with greater efficiency, thanks to standardized rooms with equipment and supplies located in the same place in each room. Students, house staff and clinicians meet in ample conference space to discuss patient cases. And patients recover in comfort, with floor-to-ceiling windows that offer expansive city views from each patient room.

Rush's staff articulated this vision; architects and construction crews translated it into a physical space; but campaign donors like the Herb family brought it to life.



See Rush on TV. View ads highlighting some features of the new Tower.

## As early as 2003, Rush received significant philanthropic support that helped shape the transformation to come



**December 2003** Paul and Joan Rubschlager make their first leadership gift to what they call “the new Rush.” Supporting capital, this gift would be followed by others in support of various purposes, including Rush’s Orthopedic Building.

### **December 2004**

A seven-figure gift from the Crown family supports Rush’s new Neonatal Intensive Care Unit, named the René eSchine Crown NICU. Opening in 2013, the NICU will provide highly specialized treatment to Rush’s smallest patients.

2003

2004

2004

2004

**March 2004** Chairman of the Board of Trustees and Campaign Co-Chairman Edward A. Brennan and his wife, Lois, make a leadership pledge, marking the launch of the Campaign for Rush University Medical Center’s silent phase. Brennan’s vision and leadership would remain a guiding force of the campaign and campus transformation long after his untimely passing in 2007.



**December 2004** A seven-figure gift from the Robert R. McCormick Foundation puts Rush’s plans for a state-of-the-art advanced emergency response center (see page 14) within reach.





**June 2004** The Woman's Board of Rush University Medical Center makes the first eight-figure commitment of the campaign and the group's largest philanthropic gift to date (see page 10).



**June 2005** Mary Jo and John Boler make a \$20 million commitment, the largest gift in Rush's history, in support of the Mary Jo and John Boler Centers for Advanced Imaging (see page 12).

2004

2005

2005

2005

2005

**May 2005** The Medical Staff of Rush University Medical Center launches its efforts to raise \$10 million for the Campaign for Rush University Medical Center. Eventually, the medical staff would exceed this original goal and achieve 100 percent participation, raising more than \$17 million for facilities, research, programmatic support and student financial assistance (see page 20).



**May 2005** The Carylton Foundation makes its first of two campaign gifts, this one in support of scholarships for Rush medical students. In 2010 an additional gift from the foundation would be recognized with the naming of Cary's Garden, a rooftop garden and staff respite area in the Tower. The garden is named in remembrance of the late Carylton ("Cary") Hemmelstein, wife of Julius L. Hemmelstein and mother of Rush Trustee Marcie Hemmelstein.

**March 2006** The Grainger Foundation makes its first major campaign gift in support of Rush Medical College student scholarships, psychiatry research, rheumatoid arthritis research and leukemia research. The Grainger Foundation would also provide leadership support for multiple capital projects including the creation of the Grainger Joint Replacement Surgery Center.



*Members of The Woman's Board of Rush University Medical Center  
(left to right): Gillian Stoettner, Carlette McMullan, Mary McCarthy,  
Cindy Nicolaides, Mimi Mitchell and Cindy Mancillas*





## The Woman's Board — A driving force throughout Rush's history

One of Chicago's oldest women's boards, The Woman's Board of Rush University Medical Center has been a leader in philanthropic support of Rush's mission, people and programs, from cancer treatment to endowed chairs, with more than \$29 million in contributions to Rush since the board began keeping records in 1974.

Fittingly, a \$10 million gift from The Woman's Board was among the first leadership commitments made in the Campaign for Rush University Medical Center. Their gift supported the creation of The Woman's Board Heart and Vascular Center, which is fostering innovative, lifesaving care for patients fighting heart disease. The Woman's Board went on to exceed its original commitment, generously contributing more than \$12.5 million to the campaign.

The Woman's Board's leadership, generosity and enthusiasm has been a driving force for advancement at Rush throughout Rush's 175-year history. Through proceeds from The Woman's Board gift shops at Rush, the annual Woman's Board Fashion Show, their annual spring luncheon, plus contributions from corporations, foundations, two auxiliaries to The Woman's Board and individual board members themselves, The Woman's Board has supported a broad range of patient care, education, research and community initiatives at Rush. Their commitment strengthens every component of Rush's mission to provide the very best patient care, today and for the next 175 years.





*Boler family physicians Carl E. Eybel, MD, (left); William R. Kehoe, MD, (center); and Marshall D. Goldin, MD, (right)*





## Seeing the future in the Mary Jo and John Boler Centers for Advanced Imaging

Effective treatment of disease depends upon early, accurate diagnosis. Thanks to a \$20 million gift from Mary Jo and John Boler — one of the largest in Rush's history — clinicians and their patients at Rush now have access to the highest-resolution diagnostic imaging equipment in Chicago.

The Mary Jo and John Boler Centers for Advanced Imaging are home to Chicago's first high-resolution, dual-energy CT scanner, as well as advanced MRI equipment, digital X-ray technology and more. Not only does this equipment provide clinicians and technicians with highly detailed imaging, resulting in earlier, more precise diagnoses, but it produces the lowest possible doses of radiation, making the equipment extremely safe for patients.

Because of the Boler's generosity, caregivers at Rush can now perform some highly complex evaluations and diagnostic tests, like post-stroke evaluations that once took hours and multiple rounds of imaging, in a matter of minutes. Across the diagnostic spectrum, clearer, faster results are giving Rush's skilled caregivers the most reliable information with which to make a diagnosis and develop a targeted course of treatment.



C  
TMENT  
M 44  
144

*The Robert R. McCormick Foundation Center for Advanced  
Emergency Response in Rush's new Tower hospital facility*





## The nation's first designated bioterrorism response center

A broken leg, a stroke, an anthrax attack: the Robert R. McCormick Foundation Center for Advanced Emergency Response has equipped Rush's clinicians to respond to these medical emergencies and more.

There, decontamination units stand ready for emergency center staff to disinfect patients who have been exposed to chemical or biological toxins. Isolation rooms with negative air flow prevent patients with communicable diseases from spreading infection to other patients. Built-in surge capacity enables the center to serve even more patients in the event of a large-scale emergency. And in-department imaging and diagnostic capabilities allow caregivers to quickly screen and diagnose injuries and other maladies without transporting emergency patients to imaging centers in other areas of the hospital. Moreover, the center represents an expansion in terms of size and technology, enabling Rush's clinicians to treat more emergency patients more effectively than ever before.

A \$7.5 million gift from the Robert R. McCormick Foundation has brought these resources and so many others to Chicago's West Side. With their support, Rush has the nation's first designated bioterrorism response center, a critical health resource not just for Chicago, but for the entire Midwest region.



What if there were a disaster in Chicago?  
In this video, see a dramatization of the kind  
of emergency the Robert R. McCormick  
Foundation Center for Advanced Emergency  
Response was built for.

## Transformative gifts, a public launch and visible progress energize the campaign



**June 2006** Marvin and Judy Herb and their family make a \$20 million gift, equaling the largest in Rush's history, in support of the Herb Family Acute and Critical Care Tower in Rush's new Tower hospital facility (see page 6) The gift is announced at the kickoff celebration launching the public phase of the Campaign for Rush University Medical Center.

**December 2006** Former Board of Trustees Chairman Harold Byron Smith Jr. and his late wife, Denise, along with his brothers Christopher (and Jeannie), David (and Vicky) and Stephen (and Mary), make leadership gifts in support of Rush's new Tower hospital facility. Their giving is recognized through the naming of the Tower's three new Smith Family Lounges.

2006

2006

2006

2006



**June 2006** A kickoff celebration held at the site where Rush's Tower would be built officially launches the Campaign for Rush University Medical Center. At the time of its public launch, donors had already contributed \$150 million, half of the campaign's original goal.



**December 2006** The Coleman Foundation issues a \$5 million matching challenge grant in support of the Rush University Cancer Center and its comprehensive cancer clinics (see page 4).





**November 2007** 1956 St. Luke's Hospital Training School for Nurses alumna Dorothy Seyfang Menker and her husband, Egon, make a major gift in support of facilities and nursing student scholarships, establishing the Dorothy Seyfang Menker Endowed Scholarship for Nursing.



**March 2009** Medical records at Rush University Medical Center become fully electronic, allowing real-time communication and coordination of patient care across departments and within the entire health care team.

**December 2008** Susan Crown, chair of Rush's Facilities Committee, makes a major leadership gift to launch the fundraising effort for the Edward A. Brennan Entry Pavilion, a welcoming front door for the new Rush campus and fitting tribute to Rush's late chairman of the Board of Trustees (see page 2.)

2007

2008

2008

2009

2009

2009

**September 2008** Rush's donors, friends and employees celebrate the ground breaking of Rush's new Tower hospital facility.



**February 2009** The Grainger Foundation, the campaign's largest supporter, makes a major commitment to the joint replacement surgery center, which would provide Rush's orthopedic surgeons with the most advanced tools for minimally invasive joint replacement procedures (see page 18).

**June 2009** The new Rush staff and student parking garage at Paulina and Flournoy streets opens, expanding parking capacity on Rush's campus and incorporating environmentally sustainable features throughout.



*Richard A. Berger, MD, orthopedic surgeon (left); Joshua J. Jacobs, MD, chairperson of the Department of Orthopedics (center); and Craig J. Della Valle, MD, orthopedic surgeon (right)*





## New operating rooms designed to fit Rush's innovative, expert orthopedic surgeons

For decades orthopedic surgeons at Rush have had a reputation for being among the nation's most innovative and highly skilled joint replacement experts. Now support from The Grainger Foundation, one of several major commitments it has made to the campaign, has given these specialists advanced operating rooms to match the quality of care they provide.

Specially designed for complex joint replacement procedures with input from Rush's top orthopedic surgeons, a new orthopedic surgical suite in Rush's Tower gives these skilled surgeons the most advanced tools to restore patients' mobility and eliminate chronic pain while minimizing complications and recovery time.

Spacious operating rooms in The Grainger Joint Replacement Surgery Center — named for a very generous campaign gift from The Grainger Foundation — accommodate the most advanced imaging and treatment tools, enabling further innovation in joint replacement by Rush's renowned team of orthopedic surgeons.

The center's intraoperative imaging, robotics and microsurgery tools enable surgeons to conduct complex, delicate procedures with minimal incisions and greater precision. Meanwhile, cameras mounted within imaging devices allow medical residents at Rush and elsewhere to observe some of the nation's top orthopedic surgeons as they demonstrate new joint replacement techniques, the kind of innovation that is the hallmark of the Tower and Rush's orthopedics program.







## Medical staff members lead in efforts to transform patient care

Led by a campaign cabinet of philanthropically minded medical staff and faculty members, the medical staff and faculty of Rush University Medical Center emerged as leaders in the efforts to transform patient care and education at Rush, not only through their work but also through their philanthropy.

After setting an ambitious initial goal to raise \$10 million for the campaign — and later raising that goal in order to support plans for the Tower's Edward A. Brennan Entry Pavilion — the medical staff and faculty ultimately contributed more than \$17 million collectively, much of which supported medical student scholarships and capital needs. What's more, the group achieved 100 percent participation, a strong statement about the medical staff and faculty's commitment to and belief in Rush's mission and vision.

Contributions from individuals and practices, as well as proceeds from medical staff and faculty fundraising events, have bolstered the group's philanthropy, which focuses in large part on providing student financial assistance. Benefitting students of all four colleges of Rush University, the annual Rush University Golf Outing raised more than \$400,000 in its first five years. And the Rush Ball, the annual dinner dance for medical staff and faculty, raised more than \$775,000 for medical student scholarships since the campaign began in 2004. The medical staff and faculty's generous support has served as a source of inspiration for donors, employees, students and friends as Rush embarks on a new era of patient-centered health care and education.

*Rush Medical Staff leadership and members of the Medical Staff Campaign Committee (left to right): Gunnar B.J. Andersson, MD, PhD; Catherine A. Dimou, MD (RMC 1991); Anthony Ivankovich, MD; Robert P. DeCresce, MD; and Jacob H. Fox, MD*



*Abhitabh Patil, MD, gastroenterologist (left); Janet Ladone, RN (center); and Jonathan A. Myers, MD (RMC 1999), general surgeon (right)*





## New surgical and treatment facilities embody Rush's vision for the future of surgery

The skill of Rush's talented surgeons and the constant evolution of surgical advances necessitated the construction of new facilities equipped to complement changing surgical capabilities. A central feature of Rush's Tower, the James R. and Helen D. Russell Surgery Center embodies Rush's vision for the future of surgery.

Named for a \$12 million bequest — the largest planned gift of the campaign — from the estates of James R. and Helen D. Russell, the center includes 28 operating rooms, spans three floors of the Tower, and groups diagnostic, treatment, prep and recovery areas together on central floors that operate as an integrated unit. This consolidation of services minimizes unnecessary patient movement, facilitates collaboration across disciplines, maximizes efficiency, and promotes quality outcomes and patient safety.

The center's large operating rooms were built to accommodate the multidisciplinary teams and array of equipment now required to perform the most complex, collaborative surgical and interventional procedures. Because of this workspace, made possible by philanthropy like the Russell estate gift, patients who used to require multiple procedures are now anesthetized once, receive fewer incisions and go home sooner.



The interventional platform at Rush was designed to encourage collaboration in a sophisticated operating environment. Hear from Drs. Patil and Myers on the advantages of this new approach.

## A vision becomes a reality with the opening of the power plant, cancer center, Orthopedic Building and finally the Tower

**June 2009** Rush's new central power plant opens in order to meet increased demands for more efficient energy delivery throughout Rush's transformed campus.

**May 2010** 21st Century Founder Sheldon Lavin follows earlier leadership gifts to the campaign with one of the campaign's largest gifts for cancer care. His generosity names the Sylvia Lavin Cancer Care Floor, the top floor of Rush's Tower and a space for meeting the special needs of hematology, oncology, bone marrow and stem cell transplant inpatients.

**June 2010** The William F. O'Connor Foundation makes a generous leadership gift in support of the Rush University Cancer Center and completes the Coleman match. The foundation's generosity is recognized in the naming of the center's patient and family reception area and resource center.

2009

2009

2010

2010

2011



**November 2009** Rush's Orthopedic Building opens on the southwest corner of Ashland Avenue and Harrison Street. The largest patient care facility in the Midwest dedicated to orthopedics, the Orthopedic Building further unites Rush's clinical and research enterprises in orthopedics and rheumatology.



**January 2011** Rush opens the Rush University Cancer Center, which spans the entire 10th floor of Rush's Professional Building. A comforting and convenient new home for Rush's outpatient cancer treatments and services, the center brings together each of The Coleman Foundation Comprehensive Cancer Clinics, the Rosemarie and Dean Buntrock Cancer Infusion Center, complementary therapies and other patient and family services in one location (see page 4).



**December 2011** Rush's new Tower hospital facility is officially dedicated. Its opening and the success of the campaign are celebrated with a weeklong series of events and tours for Rush's donors, alumni, employees, public officials and the surrounding community.



**April 2012** Rush's Tower is the largest new construction health care facility in the world to earn LEED (Leadership in Energy and Environmental Design) Gold certification from the U.S. Green Building Council and verified by the Green Building Certification Institute. The recognition reflects the Tower's water and energy conservation systems, use of recycled materials and other "green" design, construction and operation methods.

2011

2011

2012

2012

**September 2011** Rush receives a leadership gift from the estate of James R. and Helen D. Russell; this gift is ultimately recognized through the naming of the James R. and Helen D. Russell Surgery Center (see page 22).



**January 2012** Rush's Tower, including the Edward A. Brennan Entry Pavilion, the Robert R. McCormick Foundation Center for Advanced Emergency Response, the Mary Jo and John Boler Centers for Advanced Imaging, the James R. and Helen D. Russell Surgery Center and the Herb Family Acute and Critical Care Tower, opens to patients.



For more detail on Rush's campus transformation, visit [transforming.rush.edu](http://transforming.rush.edu).



*Brandon R. Barton, MD, neurologist (left), and  
Parkinson patient Stephen Huska*





## Funding research for chronic conditions like Parkinson disease aims to bring relief to patients and educate the next generation of physician-researchers

Parkinson disease's effect on the motor system — from tremor to balance issues — is widely studied and universally recognized. Still other, less commonly studied symptoms, including intellectual decline, cognitive impairment and behavioral deficits, plague 70 percent of patients and negatively impact their quality of life. Through the campaign's aim to raise critical funding for research and education, Rush sought to bring relief to patients with chronic conditions like Parkinson disease.

A generous campaign gift from Khurram and Sameera Hussain is allowing researchers at Rush to shed light on these previously unstudied non-motor effects of the disease with the hope of easing, or even relieving, patients of these symptoms. Allocated to both Parkinson disease research and fellowship training, their gift is also helping to educate the next generation of physician-researchers in the area of movement disorders.

Thanks to the Hussain family's investment, physician-researcher Brandon Barton, MD, MS; neurology fellow Christina Vaughn, MD; and the rest of their research team are able to evaluate the efficacy of an oral therapy that may be able to improve the functioning of neurotransmitters critical to attention, cognition and behavior. Their clinical research holds the potential to provide answers for patients at every stage of Parkinson disease and vastly improve quality of life for patients, families and caregivers.



Rush's research is driven by a passion to translate discovery into better patient care. Scan this code for a glimpse into the future of research at Rush.

Fiscal Year 2011 ended strongly with operating income of \$83 million. Total operating revenue, which includes patient service revenue, education and research, was 3 percent higher than the previous year. In addition, operating margin remains solid at 5.8 percent. Excess of revenues over expenses was \$105 million, resulting in an excess margin of 7.3 percent. As a not-for-profit organization, Rush's positive operating performance allows us to sustain our mission and support our medical and research programs as well as invest in our human and physical capital.

Sustainable financial performance and financial strength are essential as Rush continues with the \$1 billion investment in its 10-year campus transformation project. The most recent project is Rush's new hospital tower which opened on Jan. 9, 2012. The new patient tower has transformed the patient experience at Rush. This welcoming, patient- and family-friendly hospital features the latest technology, sophisticated centers of specialty care and one of the nation's most advanced emergency departments.

Patient care will always be at the center of Rush's mission. Our investments in clinical programs and demonstrated quality continue to attract patients to Rush from across the region, the country and the world. Rush had 34,642 hospital admissions at both of its campuses; 513,150 patients were seen in an outpatient setting and there were 363,477 visits to our physicians. This resulted in a 3.2 percent increase in net patient revenue for Fiscal Year 2011 compared to Fiscal Year 2010.

Rush's research and education programs continue to be critical components necessary for achieving Rush's vision to be the medical center of choice in Chicago and among the best in the country. Research expenditures reached \$137 million and revenue increased 5.5 percent in Fiscal Year 2011. Rush University enrolled 2,118

students in fall of 2011, and tuition revenue increased 10.4 percent because of enrollment and tuition increases.

Rush also continues to support our community. As our patients feel the impact of the economy, more of them require financial assistance for their medical care. In Fiscal Year 2011, Rush provided financial assistance and discounts to 26,764 patients, an increase of 6 percent over the prior year. Rush provided \$143 million in uncompensated care during Fiscal Year 2011. In addition to its patient care mission, Rush also financially supports the education of the next generation of physicians, nurses and allied health professionals and supports the cost of research that is in excess of external funding received. In total, Rush provided \$221 million in community benefits in Fiscal Year 2011.

The community continues to demonstrate its support of Rush and its mission through its financial contributions. In Fiscal Year 2011, Rush received \$39 million in philanthropic funding to strengthen our research and education programs, to increase Rush's endowment and to support the campus transformation project. The endowment, which provided nearly \$16 million to Rush in Fiscal Year 2011, continues to support Rush's programs. The endowment investments returned 17 percent in Fiscal Year 2011, resulting in total endowment assets of \$436 million at the end of the fiscal year.

With the continued support of our benefactors, combined with maintaining strong financial performance, Rush will continue to carry out its mission and its commitment to the communities we serve.



John Mordach  
Senior Vice President and Chief Financial Officer  
Rush University Medical Center

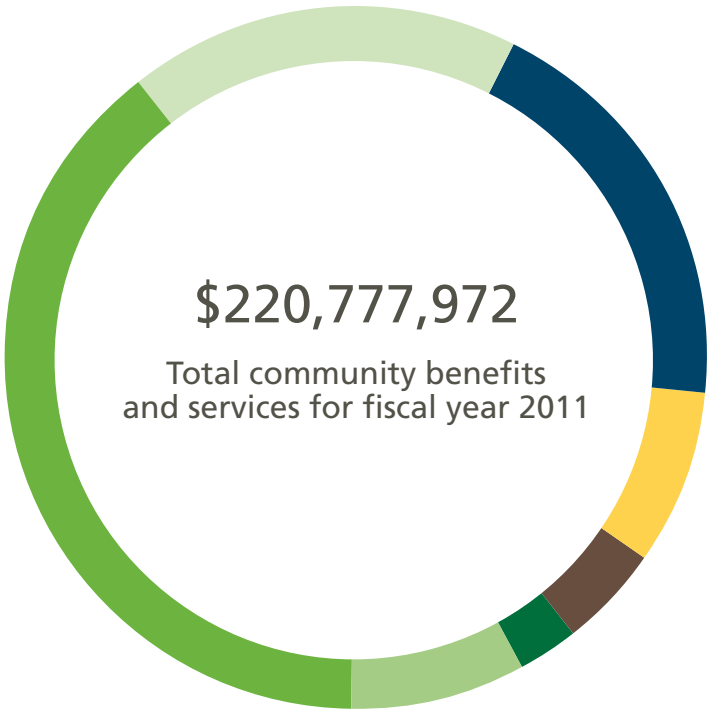


FISCAL YEAR 2011 FINANCIALS



COMMUNITY BENEFITS

- Unreimbursed Medical Care**  
**\$143,411,665**
  - Charity Care – \$18,207,186
  - Costs not covered by reimbursements (Medicare and Medicaid) – \$86,436,308
  - Expected payments not recieved – \$38,768,171
- Other Community Benefits**  
**\$10,022,334**
- Support for Research Programs**  
**\$18,343,000**
- Support for Education Programs**  
**\$42,932,847**
- Subsidized Health Services**  
**\$6,068,126**



FISCAL YEAR 2011 VITAL STATISTICS

RUSH IN BRIEF

Date founded .....	1837
Medical staff .....	945
Professional nursing staff .....	2,051
Residents and fellows.....	505
Employees .....	8,708

STAFFED BEDS

Rush University Medical Center .....	592
Johnston R. Bowman Health Center .....	72
Rush Oak Park Hospital .....	128

BIRTHS

Rush University Medical Center .....	2,169
Rush Oak Park Hospital .....	N/A

ADMISSIONS

Rush University Medical Center .....	30,259
Rush Oak Park Hospital .....	4,383

AVERAGE LENGTH OF STAY (Days)

Rush University Medical Center .....	5.57
Rush Oak Park Hospital .....	5.68

PATIENT DAYS

Rush University Medical Center .....	168,625
Rush Oak Park Hospital .....	24,875

OPERATIONS PERFORMED (inpatient and outpatient)

Rush University Medical Center .....	20,610
Rush Surgicenter .....	5,719
Rush Oak Park Hospital .....	5,377

EMERGENCY ROOM VISITS

Rush University Medical Center .....	50,123
Rush Oak Park Hospital .....	23,814

ACADEMIC PROGRAMS OF RUSH UNIVERSITY  
(full listing from each college)

College of Health Sciences

Bachelor of Science in Imaging Sciences  
Bachelor of Science in Medical Laboratory Science  
Bachelor of Science in Perfusion Technology  
Bachelor of Science in Respiratory Care  
Bachelor of Science in Vascular Ultrasound  
Certificate Program in Clinical Pastoral Education  
Certificate Program in Specialist in Blood Bank Technology (SBB)  
Combined Master of Science in Clinical Nutrition and Dietetic Internship  
Doctor of Audiology  
Doctor of Philosophy in Health Sciences  
Master of Science in Clinical Laboratory Management  
Master of Science in Health Systems Management  
Master of Science in Medical Laboratory Science  
Master of Science in Occupational Therapy

Master of Science in Perfusion Technology  
Master of Science in Physician Assistant Studies  
Master of Science in Respiratory Care  
Master of Science in Speech-Language Pathology  
Residency in Medical Physics

College of Nursing

Master of Science in Nursing (MSN) for Non-Nurses: Generalist Entry Master's (GEM) Program  
Master of Science in Nursing (MSN) for RNs  
Doctor of Nursing Practice (DNP)  
Doctor of Philosophy in Nursing (PhD)  
Post-Graduate Non-Degree Certificate

The Graduate College

Doctor of Philosophy in Anatomical Sciences and Cell Biology  
Doctor of Philosophy in Biochemistry

Doctor of Philosophy in Immunology/Microbiology  
Doctor of Philosophy in Molecular Biophysics and Physiology  
Doctor of Philosophy in Neuroscience  
Doctor of Philosophy in Nursing  
Doctor of Philosophy in Pharmacology  
Master of Science in Anatomical Sciences and Cell Biology  
Master of Science in Biochemistry  
Master of Science in Biotechnology  
Master of Science in Clinical Research  
Master of Science in Immunology/Microbiology  
Master of Science in Pharmacology  
Master of Science in Radiological Sciences

Rush Medical College

Doctor of Medicine (MD)

PHILANTHROPIC GIFTS (in millions)

Total philanthropic gifts .....	\$39.2
---------------------------------	--------

Gifts received by purpose (in millions)

Facilities .....	\$13.3
Research .....	\$7.2
Special programs .....	\$14.3
Student aid .....	\$2.8
Unrestricted .....	\$1.6

Gifts received by source (in millions)

Associations and other organizations .....	\$3.8
Corporations .....	\$2.3
Foundations .....	\$4.6
Individuals and families .....	\$28.5

RESEARCH AWARDS (millions of dollars)

Total research awards .....	\$87.4
-----------------------------	--------

Research awards by source (in millions)

National Institutes of Health .....	\$61.4
Other federal awards .....	\$2.6
Other public health awards .....	\$1.4
Private corporations .....	\$19.9
Other .....	\$1.9

RUSH UNIVERSITY STUDENT BODY

Rush Medical College.....	549
College of Nursing .....	922
College of Health Sciences .....	497
The Graduate College .....	150
Total student body .....	2,118



A photograph of a healthcare setting, likely a hospital hallway. A nurse in blue scrubs is assisting an elderly patient. The patient is wearing a light-colored patterned dress and is using a metal walker. The nurse is standing to the left of the patient, holding the walker's handle. The background is slightly blurred, showing other people and the hallway's architecture.

### MISSION

The mission of Rush University Medical Center is to provide the very best care for our patients. Our education and research endeavors, community service programs and relationships with other hospitals are dedicated to enhancing excellence in patient care for the diverse communities of the Chicago area now and in the future.

### VISION

Rush University Medical Center will be recognized as the medical center of choice in the Chicago area and among the very best in the United States.





# THE CAMPAIGN FOR RUSH UNIVERSITY MEDICAL CENTER

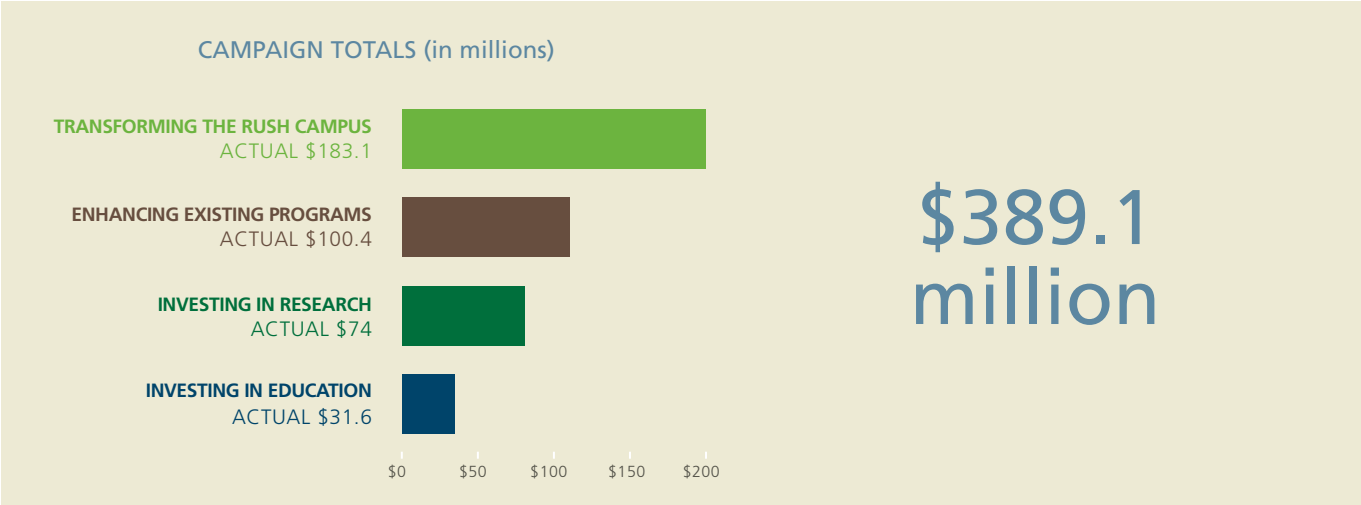
The Campaign for Rush University Medical Center was born out of the long-held Rush tradition of care that puts our patients and their families at the center of all we do. It's who we are, and our new hospital Tower reflects this approach. But none of this would have been possible without our donors. Because of you, we have a facility that matches the quality and innovation for which Rush is known.

Rush owes its existence to pioneering civic leaders who were determined to establish a health care institution worthy of this great city. And today, as we continue to build on that tradition, we remain grateful to those who not only sustain us, but help us ensure a certain margin of excellence in all that we do. What has always been great is made even better. Philanthropic support is what propels us toward the next treatment, cure or innovation to improve patient care. It makes the impossible possible and the unattainable attainable. Because of you, our vision is becoming a reality, and Rush will be a leader in health care for decades to come.

Throughout the transformation, we celebrated together as we kicked off the capital campaign, broke ground for a number of state-of-the-art buildings and dedicated the Tower to the people of Chicago. And now, together, we celebrate the wonderful success and conclusion of this campaign. It is with an enormous amount of pride and sense of accomplishment that I reflect on this amazing achievement and say thank you, from the bottom of my heart, for your support, encouragement and belief in Rush's future.



Diane McKeever  
Senior Vice President, Philanthropy  
Chief Development Officer



GOVERNANCE

BOARD OF TRUSTEES

Principal Officers

Richard M. Jaffee, Chairman  
Susan Crown, Vice Chair  
James W. DeYoung, Vice Chair  
William M. Goodyear, Vice Chair  
Robert L. Heidrick, Vice Chair  
Donald G. Lubin, Esq., Vice Chair  
Larry Goodman, MD, Chief Executive Officer

General Trustees

James A. Bell  
John M. Boler  
John L. Brennan  
Marca L. Bristo  
Carole L. Brown  
Peter C. B. Bynoe, Esq.\*  
Pastora San Juan Cafferty  
E. David Coolidge III  
Christopher M. Crane  
Susan Crown\*  
Robert M. Davis  
James W. DeYoung\*  
William A. Downe  
Bruce W. Duncan  
Christine A. Edwards\*  
Francesca Maher Edwardson  
Charles L. Evans, PhD  
W. James Farrell\*  
Larry Field  
Robert F. Finke\*  
William J. Friend  
Jorge O. Galante, MD, DMSc  
Ronald J. Gidwitz  
H. John Gilbertson  
Sue Ling Gin  
Richard W. Gochnauer  
Larry Goodman, MD\*  
William M. Goodyear\*  
Sandra P. Guthman  
William J. Hagenah\*  
William K. Hall\*  
Christie Hefner  
Robert L. Heidrick\*  
Marcie B. Hemmelstein  
Jay L. Henderson  
Marvin J. Herb  
John W. Higgins  
Ron Huberman  
Richard M. Jaffee\*  
John P. Keller\*  
Kip Kirkpatrick  
Fred A. Krehbiel  
Sheldon Lavin  
Aylwin B. Lewis  
Susan R. Lichtenstein  
Donald G. Lubin, Esq.\*  
Gary E. McCullough  
Andrew J. McKenna Jr.  
Wayne L. Moore\*  
Robert S. Morrison  
Michael J. O'Connor

Abby McCormick O'Neil  
William H. Osborne  
Aurie A. Pennick  
Sheila A. Penrose\*  
Perry R. Pero  
Stephen N. Potter\*  
Richard S. Price  
Eric A. Reeves  
Thomas E. Richards  
John W. Rogers Jr.\*  
Jesse H. Ruiz  
John J. Sabl  
John F. Sandner  
Gloria Santana, Esq.  
Charles A. Schrock  
Carole Browe Segal\*  
Alejandro Silva  
David B. Speer  
Carl W. Stern  
Charles A. Tribbett III  
Greg Welch  
John R. Willis\*  
Thomas J. Wilson  
Robert A. Wislow  
Barbara Jil Wu, PhD

*\*Members of the Executive Committee*

Annual Trustees

Connie Busse Ashline\*  
Matthew F. Bergmann  
Susan R. Bottum  
Robert P. DeCresce, MD  
Catherine A. Dimou, MD\*  
Margaret Faut-Callahan, PhD, CRNA  
Ronald M. Hem  
David W. Hines, MD  
Jerald W. Hoekstra  
Anthony D. Ivankovich, MD  
The Rt. Rev. Jeffrey D. Lee  
Mark C. Metzger\*  
Mimi Mitchell\*  
Michael F. O'Brien  
Karen C. Reid  
Angelique L. Richard, PhD, RN  
Karen B. Weinstein, MD

*\*Members of the Executive Committee*

Life Trustees

Hall Adams Jr.  
Mrs. Bowen Blair  
William G. Brown  
John H. Bryan  
W. H. Clark  
Robert J. Darnall  
Thomas A. Donahoe  
Rev. David A. Donovan  
Bernard J. Echlin  
Wade Fetzter III  
Marshall Field

John P. Frazee Jr.  
Cyrus F. Freidheim Jr.  
David W. Grainger  
Joan M. Hall  
Leo M. Henikoff, MD  
Mrs. Edward Hines  
Thomas R. Hodgson  
Edgar D. Jannotta  
John E. Jones  
Silas Keehn  
Herbert B. Knight  
Vernon R. Loucks Jr.  
John W. Madigan  
The Rt. Rev. James W.

Montgomery  
Richard M. Morrow  
Maribeth S. Rahe  
Sheli Z. Rosenberg  
Patrick G. Ryan  
John M. Sachs, DDS  
The Hon. Anne O. Scott  
Michael Simpson  
Harold Byron Smith Jr.  
Robert A. Southern  
S. Jay Stewart  
Philip W. K. Sweet Jr.  
Frank J. Techar  
Bide L. Thomas  
Richard L. Thomas  
Marilou von Ferstel  
H. Blair White

MANAGEMENT

**Larry Goodman, MD**  
Chief Executive Officer  
President, Rush University

**Peter W. Butler**  
President and Chief Operating Officer  
**J. Robert Clapp Jr.**  
Executive Vice President, Clinical Affairs and Executive Director, Rush University Hospitals

**Thomas A. Deutsch, MD**  
Provost, Rush University and Dean, Rush Medical College

**David A. Ansell, MD**  
Senior Vice President, Clinical Affairs and Chief Medical Officer  
Senior Associate Dean, Clinical Affairs, Rush Medical College

**Diane M. McKeever**  
Senior Vice President, Philanthropy; Chief Development Officer and Secretary

**Avery S. Miller**  
Senior Vice President, Corporate and External Affairs

**John P. Mordach**  
Senior Vice President, Finance and Chief Financial Officer

**Anne M. Murphy, JD**  
Senior Vice President, Legal Affairs and General Counsel

**Mary Ellen Schopp**  
Senior Vice President, Human Resources

**Lac Van Tran**  
Senior Vice President, Information Services; Chief Information Officer and Associate Dean, Information Technology

VICE PRESIDENTS

**Cynthia Barginere, DNP**  
Vice President, Clinical Nursing and Chief Nursing Officer  
Associate Dean for Practice, College of Nursing

**Charles E. Behl**  
Vice President, Revenue Cycle

**Cynthia Boyd, MD**  
Vice President and Chief Compliance Officer

**Edward W. Conway**  
Vice President, Clinical Affairs for Administration and Finance

**Melissa Coverdale**  
Vice President, Finance

**Richard K. Davis**  
Vice President, Medical Affairs and Principal Business Officer, Rush University

**Melanie C. Dreher, PhD**  
Dean, College of Nursing

**Bruce M. Elegant**  
Vice President, Hospital Operations and President and Chief Executive Officer, Rush Oak Park Hospital

**Brent J. Estes**  
Vice President, Business and Network Development and Vice President, Rush System for Health

President and Chief Executive Officer, Rush Health

**Lois K. Halstead, PhD**  
Vice President, University Affairs and Vice Provost, Rush University

**Joan E. Kurtenbach**  
Vice President, Strategic Planning, Marketing and Communications

**John Lowenberg**  
Vice President, Philanthropy

**Sheri L. Marker**  
Vice President, Human Resources

**Mike J. Mulroe**  
Vice President, Hospital Operations

**James L. Mulshine, MD**  
Vice President, Medical Affairs and Associate Provost for Research, Rush University  
Acting Dean, The Graduate College

**Denise E. Nedza**  
Vice President, Financial Planning and Decision Support

**Jaime B. Parent**  
Vice President, Information Technology and Associate Chief Information Officer

**Terry Peterson**  
Vice President, Corporate and External Affairs

**David C. Shelledy, PhD**  
Dean, College of Health Sciences

**Julio C. Silva, MD**  
Vice President, Clinical Systems and Chief Medical Information Officer

**Brian T. Smith**  
Vice President, Medical Affairs-Clinical Practice and Executive Director, Rush University Medical Group

**Scott E. Sonnenschein**  
Vice President, Hospital Operations

Medical Staff Officers

**Catherine A. Dimou, MD**  
President

**Steven Gitelis, MD**  
President-Elect

**Howard T. Strassner, MD**  
Secretary

**Joseph J. Hennessy Jr., MD**  
Treasurer

Nursing Staff Officers

**Benson Wright, BSN**  
President

**Tresca Wilson, BSN**  
Secretary

**Meghan Halstead, BSN**  
Treasurer

*As of July 16, 2012*





THE FUTURE  
OF MEDICINE  
**IS NOW**



[www.rush.edu](http://www.rush.edu)

Rush is a not-for-profit health care, education and research enterprise comprising Rush University Medical Center, Rush University, Rush Oak Park Hospital and Rush Health.

*Rush is committed to the environment and to the responsible stewardship of the world's natural resources. To show that commitment, we have chosen to print this report on 10 percent post-consumer waste paper, using soy-based inks.*



MIX  
Paper from  
responsible sources  
FSC® C022795